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ABSTRACT

This book offers advice to facilitators and change agents who wish to build systems-level learning to create knowledge that can be used to gain a competitive advantage. Chapter 1 describes forces driving companies to build, sustain, and effectively use systems-level learning and presents and links a working definition of the learning organization to the authors' model. Chapter 2 sets out the steps recommended for designing a learning organization. Chapter 3 shows how an organization has implemented this change process. Chapter 4 describes a diagnostic instrument to use to begin the process--the Dimensions of the Learning Organization Questionnaire. Chapter 5 describes the development of continuous learning systems. Chapter 6 examines facilitation of knowledge creation and management and looks at interventions that center around embedded systems used to promote, capture, and share learning. Chapter 7 explores how changes in reward systems and structures lead to transformed cultures. Chapters 8 and 9 examine two additional breakthrough strategies, action learning and action science. Chapter 10 discusses leadership. Chapter 11 takes a personal look at what has shaped the change agents who work in learning organizations. Chapter 12 summarizes the themes and strategies identified and assesses the implications for facilitators of learning organizations. The book contains 40 references and general and author indexes. (YLB)

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